



Flexible Work Arrangements

2022 PILOT PROGRAM

Shawnee State recognizes the value and growing demand for flexible work options and will be launching a Flexible Work Arrangement Pilot Program beginning May 28 through the end of the calendar year. This program will allow staff to balance work and personal commitments while ensuring the business needs of the University are met. The University understands that offering flexible work arrangements can result in improved productivity, recruitment and retention of top talent, and improved employee satisfaction. To promote a work-life balance among our campus community, managers are encouraged to support alternative work arrangements.

FLEXIBLE WORK ARRANGEMENTS OPTIONS

While assuring essential operations and business needs are met, managers may authorize an alternative work arrangement with approval from the appropriate vice president. Flexible work arrangements offered through the pilot program are as follows:

Compressed Work Week

- Four (4) 10-hour Days Per Week
- Four (4) 9-hour Days + One (1) 4-hour Day Per Week
- 5/4/9 Schedule (Eight (8) 9-hour Days + One (1) 8-hour Day Per Two-Week Period)

Flexible Scheduling

- Alternative Start/End Times
- Scheduling Around Particular Time Block

Alternative Work Location

- Established Days On-Site and Remote
- Remote Upon Request

PRINCIPLES OF FLEXIBLE WORK ARRANGEMENTS

The primary criterion for determining approval of a flexible work arrangement for any employee shall be whether the arrangement meets the business needs of the department and university. Flexible work arrangements may be appropriate for staff in some positions and departments but may not be possible for all.

- Managers reserve the right to require, deny, alter or cease flexible arrangements based on the unit's business needs, the individual's work performance, or other factors. Managers should work with each individual employee to understand their preferences along with evaluating business needs.
- The approval of a remote work plan and other flexible work arrangements is not a right of an employee and it also does not change the terms and conditions of employment with the university. Employees with flexible work arrangements remain subject to applicable university policies and procedures, collective bargaining agreements, and federal and state laws.
- While acknowledging that not every position is appropriate for a remote work model, managers should strive to ensure reasonable and equitable access to flexible work arrangements. Managers should ensure that they offer flexible work arrangements in a non-discriminatory manner. Careful consideration should be given to create a flexible work arrangement that will set the employee and the unit or department up for success.

PROCESS FOR ESTABLISHING FLEXIBLE WORK ARRANGEMENTS

When considering implementing a flexible work arrangement, leaders should evaluate the eligibility of both the position and the incumbent.

Managers should follow the steps below to evaluate and implement flexible work arrangements during the pilot program:

- **STEP 1:** Have a conversation with employees to assess their interest in flexible work arrangements and reference the [Criteria for Flexible Work Arrangements](#) to determine whether a flexible work arrangement is appropriate for the position and incumbent.
- **STEP 2:** Submit a proposal that outlines the flexible work arrangements you wish to implement for your department/unit. **Proposals must be submitted to the vice president for approval.** The proposal should include the work arrangement recommended for each employee. Managers who wish to recommend a change in the department/unit's core business hours must include a justification for the change. If the change is approved, the vice president will partner with the department/unit to ensure the change is communicated and posted appropriately.
- **STEP 3:** Communicate decisions to employees and ensure the [Flexible Work Arrangement](#) form is completed for each employee approved to have a flexible work arrangement during the pilot program. **Forms must be completed before the arrangement goes into effect.**

CRITERIA FOR FLEXIBLE WORK ARRANGEMENTS

Below are the criteria that should be considered by managers when determining whether a flexible work arrangement is appropriate.

OPERATIONAL REQUIREMENTS:

What operational requirements must be met to ensure student and other stakeholder needs are met? What must the function/work area/role accomplish? How is success currently measured?

- What are the core business hours and will they be appropriately covered? Consider that this discussion may be an opportunity to better align business hours with the needs of the students or clients served by the unit or department.
- Will this flexible work arrangement negatively affect business performance or customer needs in any way? If so, how? And are there solutions that can be implemented?
- How will this flexible work arrangement impact customer service or a customer's expectations?
- Would measures need to be put in place to ensure stakeholder accessibility to the employee? If so, what are those measures?
- How will collaboration between the employee and other university colleagues and stakeholders be maintained? Also, consider cohesion and camaraderie among team members.
- Does the flexible work arrangement align with our business strategies? If not, why?
- Are there any potential financial costs incurred or savings expected? Would a flexible work arrangement impose burdens on other university functions?

CORE FUNCTIONS OF THE JOB:

Flexible work may not be suitable for every job, as some jobs cannot be performed off-site or during non-traditional hours. Review the position description to ensure it accurately reflects the current duties, and review for possible flexible work opportunities.

■ **Management**

- Does the job have any supervisory responsibilities?
- Does the job require constant on-site supervision?
- Can the on-site management responsibilities be shared by other leaders?

■ **On-site Work**

- Does this job require an employee's physical presence for optimal performance?
- Does the job require working with equipment or other resources that are only available on-site, or can the necessary resources be accessed at an alternative site?
- Can the on-site responsibilities be shared?
- In the event of an emerging crisis, are other resources available when the employee is not available on-site?

■ **Work during core business hours:**

- What percentage of the work is required to be done during core business hours?
- What percentage of work should be done during core business hours to achieve the best results?
- Can the remaining % be done outside of core business hours without having a negative impact on operations?
- Can the work be scheduled or otherwise handled differently for a period of time?

■ **Who else performs this work?**

- Are the job functions shared by others in the department?
- Can work be performed by a group of individuals within the department so that these on-site responsibilities are shared, or is this truly an individual contributor?

EMPLOYEE WORK/LIFE ALIGNMENT:

- Does the flexible work arrangement assist the employee with wellness needs and personal demands?
- Does the flexible work arrangement involve supporting an employee's existing or upcoming child care, or eldercare needs (non-medical)?

PERFORMANCE MANAGEMENT & PRODUCTIVITY:

Individuals who meet or exceed performance standards are typically good candidates for flexible work arrangements. Individuals in their probationary period, in corrective action, or on a performance improvement plan may not be eligible for flexible work arrangements. It will be important to set clear expectations at the outset of any flexible work request and reiterate them throughout the arrangement to ensure success.

- Does the position have clearly defined and measurable goals/tasks?
- Is the employee currently meeting or exceeding performance expectations?
- Has the employee demonstrated the ability to work independently and produce results?
- Does the employee have proven organizational and time management skills for a flexible work arrangement?
- Does the employee maintain close and frequent communication with stakeholders (e.g., management, co-workers, customers, etc.) to ensure operational needs are being met?
- Is the employee self-motivated?
- Would measures need to be put in place to ensure appropriate reporting and communication with employees and vice versa?

DATA SECURITY:

- Can the employee exercise flexible work options and still ensure compliance with the university's data policy and procedures?

IT EQUIPMENT & OTHER RESOURCES:

- What tools/equipment/resources will be necessary for work off-site?
- What tools/equipment/resources should the work unit provide for the employee?
- What will the employee be required to provide to benefit from flexible work?

GENERAL EXPECTATIONS FOR FLEXIBLE WORK ARRANGEMENTS

- Employee job responsibilities and standards of performance remain the same as when working a traditional schedule and employees will continue to be evaluated for performance regularly. The quantity, quality, and timeliness of employees' work are expected to be maintained or enhanced. Employees who are given a flexible work arrangement are expected to meet the same standards of performance as employees in the same job classifications who do not have a flexible work arrangement.
- Employees will work and be accessible during their regularly scheduled hours, regardless of the location at which they work.
- Employees in a flexible work arrangement are required to request manager approval to use vacation, sick, or other leave in the same manner as employees who are not in a flexible work arrangement.
- Once a flexible work arrangement is in place, an employee must discuss any deviation from their established schedule with their supervisor in advance. A standard expectation is that this conversation would happen at least one week in advance.
 - If a medical appointment is scheduled during established working hours, the employee is required to use accrued sick leave, unless a deviation from the employee's standard schedule is approved in advance by the supervisor.
 - If an employee experiences illness or injury during established work hours, accrued sick leave must be used unless the employee and supervisor agree to an alternative arrangement to make up the hours. A standard expectation is that the missed time would be made up within the same pay period. Non-exempt employees must make up the missed time within the same workweek.
 - If an employee wishes to deviate from the established schedule for non-health reasons, they must use accrued vacation time, unless a deviation from the employee's standard schedule is approved in advance by the supervisor.
- A manager may modify or terminate a flexible work arrangement if the manager determines, in their sole discretion, that such adjustment will better meet the needs of the university or the performance of the employee is not meeting performance expectations.
 - Reasonable notice should be given to an employee when terminating a flexible work arrangement, preferably not less than two weeks. However, it is within management's discretion to terminate the arrangement immediately if the needs of the operation are not being met or if the employee's performance diminishes.
- An employee with an approved flexible work arrangement may be required to revert to the standard workweek or return to on-campus work for any given workweek to meet the needs of the university. Managers may temporarily suspend an employee's flexible work arrangement without formally terminating the arrangement.
- Managers should notify their supervisees verbally and in writing when they are expected to be present at the campus worksite, how they are to be available during their off-site work time, and how they are to communicate their specific availability if the flexible work arrangement is approved.